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International Facility Management Association

**Empowering Facility Professionals Worldwide**

# 2013 House of Delegates Annual Meeting October 1, 2013 Philadelphia, Pa. USA



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# Call to Order: 2013 IFMA House of Delegates Annual Meeting

Jon Seller  
Chair



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# Welcome and Opening Comments

Jon Seller  
Chair



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# Minutes of the 2012 House of Delegates Annual Meeting

Linda Pate  
Corporate Secretary



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# 2012-2013 Fiscal Year Financial Report

Michael D. Feldman, FMP, CM  
Second Vice Chair



# Financial Report

- **Balanced Score Card Accomplishments**
  - FMP Redevelopment
  - CFM Redevelopment
  - SFP Development and Launch
  - Essentials of FM Development and Launch
  - Service Center of Excellence Relocation Strategy
  - Technology infrastructure to support service and strategy
  - Total Investment last 3 years over \$3.5M



# Finance Report

- Financial Impact
  - All items have been paid for over the last 3 years
  - Cash Flow continues to be positive
- Accounting Impact
  - Depreciation and Amortization Causing Deficits
  - FY 13 Approx. \$500K
  - FY 14 Approx. \$1.2M
  - Will continue into FY 15
- Total Investments remain over \$4M



# Unaudited Results 2012 – 2013 Fiscal Year

- Total Revenue of \$12, 663,107
- Direct expenses of \$5,273,265
- Indirect operational expenses of \$7,833,925
- Operating Deficit of \$444,083





# Cash and Reserve Funds 2012 – 2013 Fiscal Year

- Cash and cash equivalents of \$208,140
- Investment portfolio value \$3,994,951
  - Includes net gain of \$346,987
  - Includes the withdrawal of \$1.5M to fund the CFM exam revision and relocation



# Annual Audit

- Year ending June 30, 2013
- Audit firm – Briggs and Veselka
- Audit Committee meets with auditors in October 2013
- Approval by the IFMA Board of Directors follows at the end of October 2013



# Operating Budget 2013 – 2014 Fiscal Year

- Gross revenues of \$13,961,527
- Direct expenses of \$9,097,175
- Indirect operational expenses of \$5,348,079
- Operating deficit of (\$483,727)

Investment in IFMA products, technology and relocation over the past 3 years causing deficit



# Budget Summary

## 2013 - 2014 Fiscal Year

- Membership value proposition
- Membership campaigns
- Rebranding
- Knowledge Management
- Research
- Relationship Management



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# *Motion for Approval of Financial Report?*



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# Thank you



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# IFMA Foundation Report

Diane Coles-Levine  
IFMA Foundation First Vice Chair

# Mission

**Position Facility Management**  
as a **CAREER OF CHOICE** by promoting and  
supporting **educational opportunities**, related  
**scholarships** and **research** initiatives worldwide

\* a 501(c)(3) charitable non-profit organization



# We Foster FM Workforce Development

by collaborating with  
higher education  
institutions worldwide

on.....

FM degree programs

FM student scholarships

FM research



# Some Interesting Numbers

48	Average age of IFMA Member
5 to 10	Number of years until most retire
4 to 10	Average # jobs available to FM accredited degree program graduates
100 %	Placement rate for graduates of FM ADP Institutions
55K to 65K	Average starting salary for FM ADP undergraduate students

# One Question

**Why** isn't this story out there?

# Making FM a Career of Choice

30 FM Degree Programs Worldwide

150+ Volunteers (Academics & FMs)  
FM Accreditation  
CHEA Accreditation

1 Million Scholarship Milestone USD!!!

150K Scholarships 2013 USD

35 Scholarship Recipients 2013

**15 to 500 New Volunteer Campaign**

**25<sup>th</sup> Anniversary Coming!**



# Research

## **NEW!** *Benchmarking for Facility Professionals*

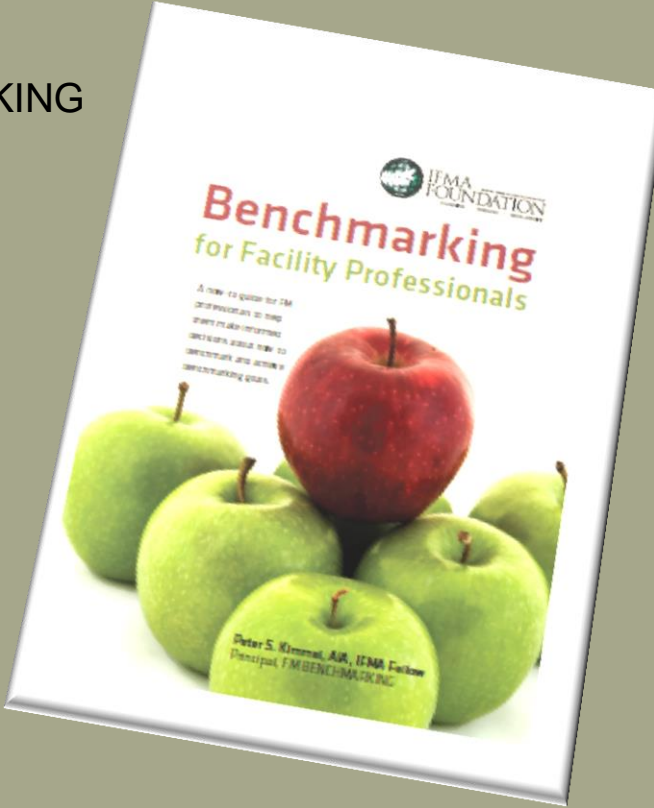
“How-to” Guide for FM professionals

by Peter Kimmel, IFMA Fellow, Principal FM BENCHMARKING

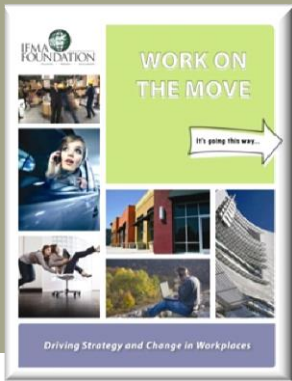
**FREE download at [ifmafoundation.org](http://ifmafoundation.org)**

**COMING SOON!**

***Workplace Strategy Summit Proceedings***



### Recent Publications



# GUIDANCE COUNSELOR 2020



I see out of our country's top three careers, you chose Facility Manager over Doctor and Lawyer. Well played.

# Telling Zig's Story



**Zig Wu**

2010 International Student of the Year  
*MS Facilities Planning & Mgmt Cornell*  
*Facilities Planning Consultant, Jacobs*



**Watch** Zig, Jennifer & Jeff on Straight Talk **TV Show** on  
Straighttalktv.com, YouTube, or ifmafoundation.org

# One Last Question.....

How do

**WE together**

make FM a

**CAREER OF CHOICE**

and arm those **Future FMs** with

the best education possible?







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# State of the Association Report

Jon Seller – Chair

James P. Whittaker, P.E., CFM, EFP, FRICS – First Vice Chair

Tony Keane, CAE – President and CEO



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# Service Center of Excellence Relocation Debrief

Tony Keane, CAE



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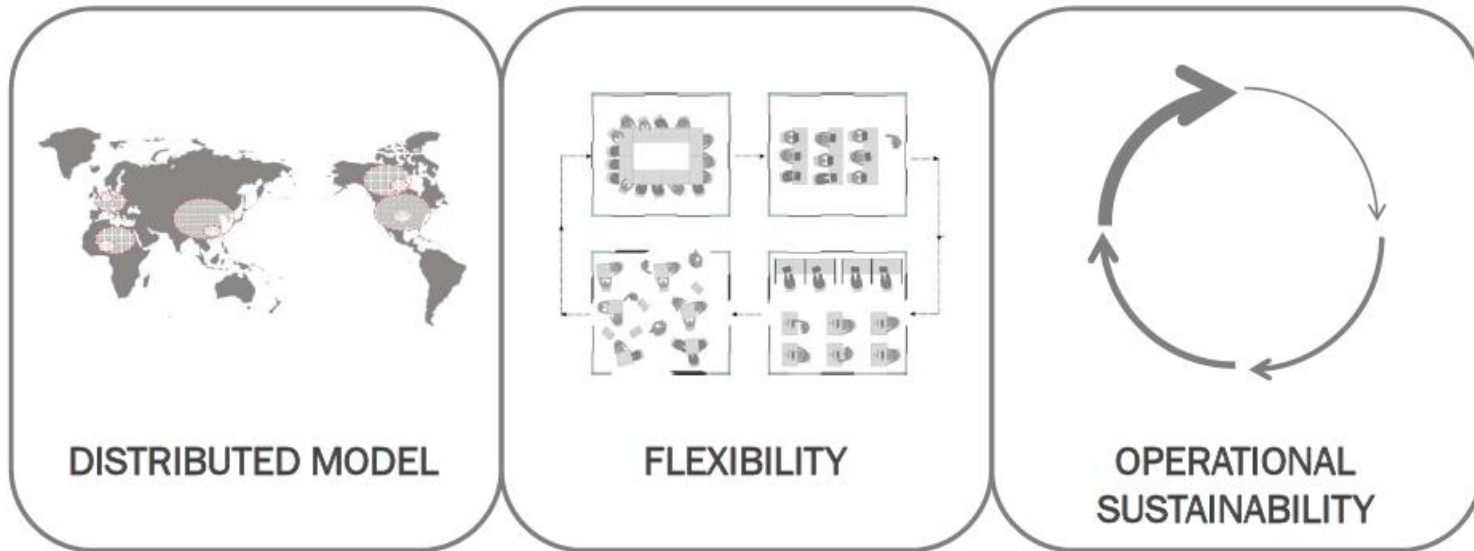
**IFMA**  
**Service Center**  
**of Excellence**  
 800 Gessner, Suite 900  
 Houston, Texas 77024 USA  
[ifma.org/about/about-ifma/ifma-headquarters](http://ifma.org/about/about-ifma/ifma-headquarters)

**DEBRIEF**



# IFMA's Workplace Strategy

IFMA should deliver a more **effective and satisfying work environment**, support a **distributed service model** and implement strategies for **long-term flexibility** and **operational sustainability**.



**A series of standard design principles** needs to be reflected in the future workplace, regardless of its location, for the project to be **successful**.



## DESIGN PRINCIPLES

1. **Universal access** to a variety of spaces
2. **Visual connectivity** and project-based teams
3. **Concentrative** spaces
4. **Informal collaboration** spaces
5. **Flexibility**: more multi-use space
6. **Reduce** the current **footprint**
7. **Space** provision that is **not status based**



# IFMA SERVICE CENTER OF EXCELLENCE

## The Mobile Workplace

*The journey from a headquarters to IFMA's first Service Center of Excellence*

### IFMA's original headquarters in Houston, Texas, USA

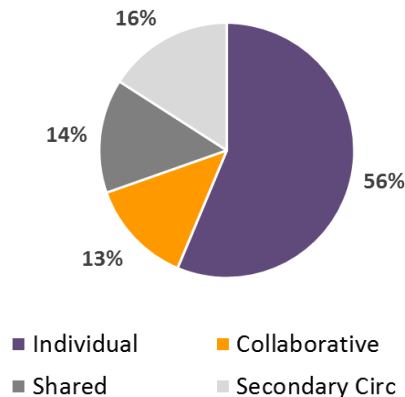
22,000 RSF\*

**Individual Workspace**  
8,847 sf (56% of total USF)

**Collaborative Workspace**  
2,091 sf (13% of total USF)

**Shared Resources**  
2,271 sf (14% of total USF)

**Secondary Circulation**  
2,501 sf (16% of total USF)



**TOTAL USABLE SQUARE FEET\***  
15,710 USF [~302 sf/person]

### IFMA's first SCOE in Houston, Texas, USA

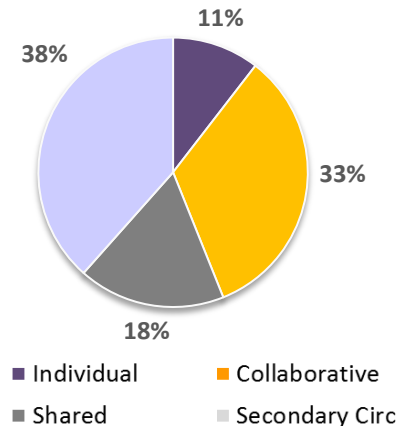
11,000 RSF\*

**Individual Workspace**  
1,042 sf (11% of total USF)

**Collaborative Workspace**  
3,328 sf (33% of total USF)

**Shared Resources**  
1,755 sf (18% of total USF)

**Secondary Circulation**  
3,824 sf (38% of total USF)



**TOTAL USABLE SQUARE FEET\***  
9,949 USF [~191 sf/person]

**\*50% reduction in RSF**  
**\*37% reduction in USF**



# OVERALL SATISFACTION

Overall, I'm satisfied with the workplace:

**80%** IFMA SCOE<sup>2</sup>

**36%** former IFMA workplace<sup>1</sup>

**59%** other organizations<sup>1</sup>



# DELIVERING COLLABORATION

Ability to collaborate with colleagues effectively:



SCOE proves a **collaboration efficiency gain** of<sup>2</sup>:

- 42% as reported by the manager
- 13% by the employee at the

Sources: 1. IFMA 2011 Employee Workplace Performance Survey 2. IFMA 2013 SCOE Post-Occupancy Survey



## TECHNOLOGY: AN ENABLER FOR MOBILITY

### 100% mobile-ready staff

Everyone is equipped with:

- Laptop
- VPN connection
- Phone
- Contracted IT support service 24/7

Working with **remote colleagues** is performing well:

**78%** IFMA SCOE<sup>2</sup>

**25%** former IFMA workplace<sup>1</sup>

**53%** other organizations<sup>1</sup>

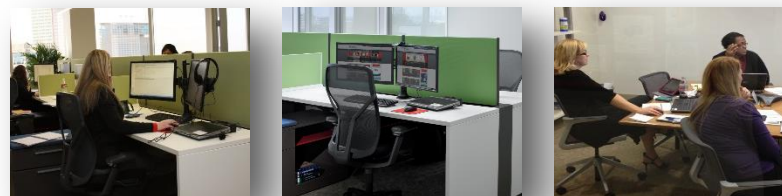
## PRODUCTIVITY

The workplace helps **me** be effective:

**72%** IFMA SCOE<sup>2</sup>

**65%** former IFMA workplace<sup>1</sup>

**56%** other organizations<sup>1</sup>



The workplace helps **my team** be effective:

**72%** IFMA SCOE<sup>2</sup>

**62%** former IFMA workplace<sup>1</sup>

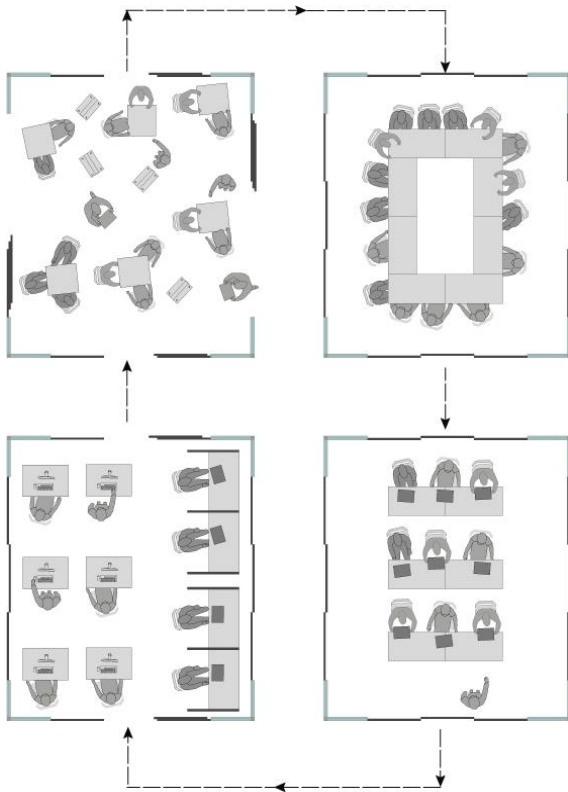
**54%** other organizations<sup>1</sup>





# FLEXIBILITY: MORE MULTI-USE SPACE

Designed with flexibility in mind so the space can grow, change and adapt to support organizational changes and grow with the association.

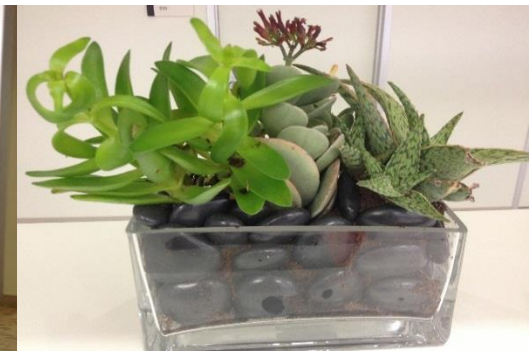




## SUSTAINABLE WORKSPACE

The Houston SCOE was conceived, designed and built around the core concepts of **sustainability**, **usability** and **productivity**:

- **Half the physical footprint**
- **“Recycled” space** where offices can be quickly and easily repurposed
- **Resource-efficient** furnishings, fixtures and finishes, occupancy sensors and meters
- Environmental connection with abundant **daylighting and outside views**
- Smart location with **development density and community connectivity**
- **Commuter friendly** utilizing mobile technology





# THANK YOU!

A big thank you goes to our board of directors for their passion, commitment and countless hours dedicated to the success of this project.

Thank you as well to the following vendors for making the first IFMA Service Center of Excellence possible:



Workplace Strategy : **AECOM**

Real Estate Brokers:  **JONES LANG LASALLE®**

Architect/Engineering Services: **PERKINS + WILL**

Real Estate Project Managers:



Signage & Graphics:



Workplace Relocation:



Workplace Relocation & Furniture Recycling:

Choice Furniture Source



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# Research Program

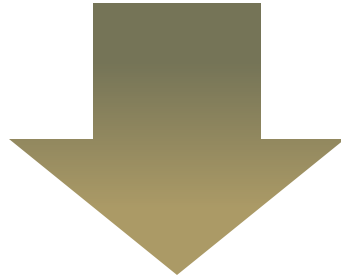
Tony Keane, CAE



# Research

## Research Focus

Strategic Initiative: Integrate and align FM research with industry needs, critical issues and trends



Disciplined focus on our core competencies

1. Benchmarking
2. Trending and
3. Forecasting



# Research Committee

**Kathy Roper**, *Georgia Institute of Technology (Chair)*

**Eric Teicholz**, *Graphic Systems*

**Joachim Hohmann**, *Technische Universität  
Kaiserslautern*

**Isilay Civan**, *HOK*

**Adam Stoltz**, *CBRE*

**Nancy Sanquist**, *Manhattan Software (IFMA Foundation  
liaison)*



# Research Timeline

## January 2014 – Enhancement to BEX: IFMA’s Benchmarking portal

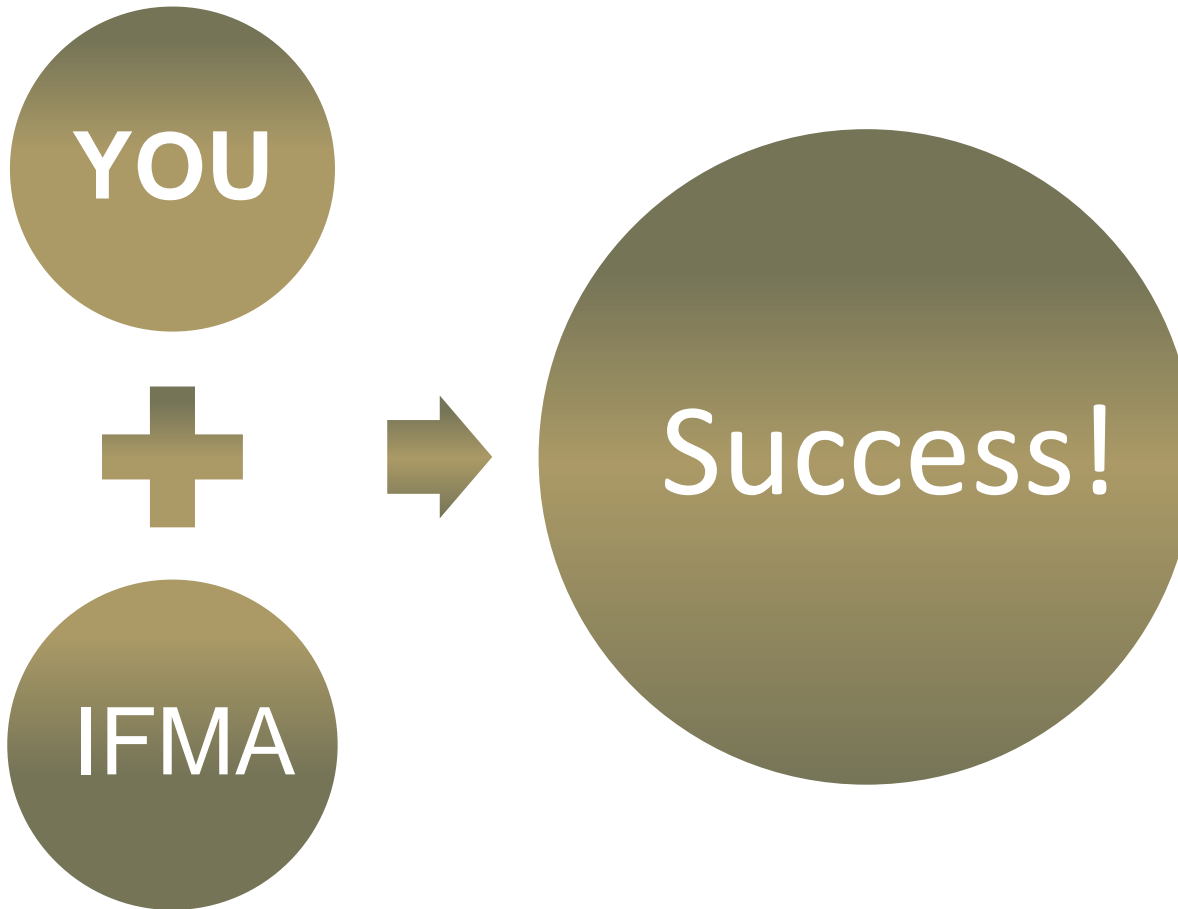
- Dynamic filtering by facility description, region, industry type, etc.
- Graphic display of data
- Customized reports
- Benchmarking YOUR building data against like facilities

### Enter Data

■ General Site Information	■ Facility Description	■ Cost Management	■ Deployed Practices	■ Staffing Model	■ Industry Metrics
<ul style="list-style-type: none"> <li>• Location</li> <li>• Zones</li> <li>• Industry</li> <li>• Units of Measure</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall Description</li> <li>• Facility Description</li> <li>• Facility Condition</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Janitorial Cost</li> <li>• Maintenance Cost</li> <li>• Utilities Cost &amp; Consumption</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Janitorial Practices</li> <li>• Maintenance Practices</li> <li>• Utilities Mgmt Practices</li> <li>• Management Practices</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Janitorial Headcount</li> <li>• Maintenance Headcount</li> <li>• Utilities Mgmt Headcount</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>



# Calling All Volunteers!







# Research Timeline

## 2014 – What Else?

---

### Q1 –

- 2013 Trends Forum Report
- Webinar Series Launch
- 2014 Trends Forum workshop

### Q2 –

- Outsourcing review
- Distributed Work Report update
- Benchmarking Executive Summary

### Q3 –

- Executive review of the FM function
- 2015 Trends Forum workshop

### Q4 –

- Facility Management: 2014 Year at a Glance



# Your Research Team

- Research Team

- Cathy Pavick, VP, Professional Development
  - Laverne Deckert, Product Manager, Professional Development
  - Yuanyuan Zhang, Market Researcher, Professional Development

Contact us at:

[research@ifma.org](mailto:research@ifma.org)



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# Standards Update

James P. Whittaker, P.E., CFM, EFP, FRICS



# Standards

- **Late 2011:** ISO Technical Management Board (TMB) established a new Technical Committee (ISO/TC 267 Facilities management)
- **February 21, 2012:** Stan Mitchell, Chairman of ISO TC/267, formally welcomed committee.
- BSI – Secretariat proposed two CEN Standards
- **Spring 2012** IFMA/ANSI began process
- **September 2012:** ANSI's TAG steps to become active P-member of ISO/TC 267
- **September 2013:** ANSI TAG delegation attends plenary meeting in Japan



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STATE OF CONNECTICUT  
**JONES LANG LASALLE**  
 SMITHSONIAN INSTITUTION  
**DEPT OF STATE OBO**  
**FACILITY FUTURES**  
 UNIVERSITY OF ALABAMA BIRMINGHAM  
**FACILITY ENGINEERING ASSOCIATES PC**  
**BOOZ ALLEN HAMILTON US COURTS**  
**FAIRFAX COUNTY PUBLIC SCHOOLS**  
**APPA IFMACBRE**  
 RAYTHEON COMPANY  
**BURNS AND ROE SERVICES CORP**  
 NATIONAL GALLERY OF ART  
**INTUIT ICORMIT**  
**CHEVRON**  
 THE WESTMINSTER SCHOOLS



# ANSI Tag

- Chair
  - Jim Whittaker, First Vice Chair, IFMA Board of Directors
  
- Administrator
  - Laverne Deckert, Product Manager, Professional Development

Contact us at:

[ifmastandards@ifma.org](mailto:ifmastandards@ifma.org)



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# Government Affairs

James P. Whittaker, P.E., CFM, EFP, FRICS



# IFMA Government Affairs Program Recent Success

- Established Programs in US and European Union
- Annual Public Policy Forum & Advocacy Day in US and Government Leaders Session at EFMC
- Creation and Leadership of High Performance Buildings Congressional Caucus
- Passage of Federal Buildings Personnel Training Act of 2010







# Overview of Federal Buildings Personnel Training Act

- IFMA priority since 2008
- Signed into law in December 2010  
requires comprehensive education,  
training and certification for federal facility  
managers
- Has shifted debate in Washington from  
design and construction to operations and  
maintenance



# Overview of Federal Buildings Personnel Training Act

- Recognizes/ Validates the value of education and training and investment in certification
- Creates market for IFMA expansion
- Provides template for standardized training on international, state and local level



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# Essentials of Facility Management

Jon Seller



# Essentials of FM Workshop Series



- Develop an entry-level training product to meet the educational needs of emerging FM professionals in the global FM markets. The program will be grounded in the basic concepts that describe the field of Facility Management and how it can be of value to an organization.
- The primary focus is to address the supervisor's or unit leader's role in the tactical planning for how to schedule and accomplish daily FM tasks that support the operation of an organization's facilities.



# FM Program for Emerging Markets

- Essentials of Facility Management



Introduction to Facility Management Series

## WORKSHOP 1

**WORKSHOP 1: The Evolution of Facility Management**  
 WORKSHOP 2: Overview of the FM Competencies  
 WORKSHOP 3: Facility Management Challenges  
 WORKSHOP 4: The Implications of Health and Safety in Managing Buildings



Operations and Maintenance Series

## WORKSHOP 1

**WORKSHOP 1: The Basics of Operations and Maintenance**  
 WORKSHOP 2: The Basics of Building Systems  
 WORKSHOP 3: The Application of Technology  
 WORKSHOP 4: The Implications of Health and Safety in Managing Buildings



Work Management in Facilities Series

## WORKSHOP 1

**WORKSHOP 1: Supervisory Roles in Facility Work Management**  
 WORKSHOP 2: Applying Work Management to Building Systems  
 WORKSHOP 3: Work Management Tools  
 WORKSHOP 4: Managing Contractors  
 WORKSHOP 5: Managing and Tracking Customer Relations



# What is the EOFM Program?

- This program is comprised of a series of three training workshops aimed at conveying some of the basic needs to become (or be more effective as) a supervisor or work unit leader in the FM field. The course workshop titles are:
  - Introduction to Facility Management Series
  - Operation and Maintenance Series
  - Work Management in Facilities Series



# Target Audience

- An emerging supervisor that needs to be introduced to the field of facility management and needs to understand more about supervising or managing certain aspects of the facilities of an organization.
  - Individuals who are recently in the role of providing the first level of leadership to a work unit or team that has responsibility for working with one or more aspects of the facilities of an organization.
  - Individuals who have some technical trade or office work experience and want to explore the field of facility management.
  - Individuals who are in charge of managing the contracts for facility management related services for an organization.
  - Individuals who are new to the field of facility management with little or no technical background.



# Workshop Structure

- Each workshop series consists of 4-5 topical training workshops averaging about 2-6 hours of training.
- Each workshop could either be delivered in a one to two (*and a half*) day format or broken into modules to be delivered on different days. This would allow maximum flexibility for different markets and organizational circumstances.





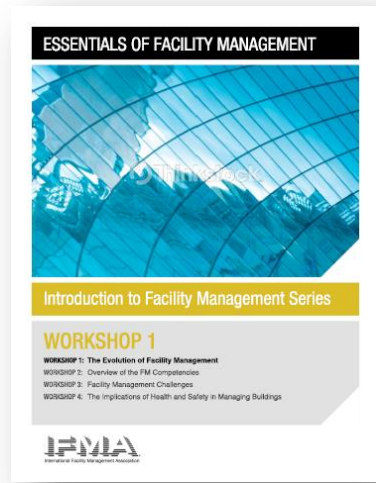
# Workshop Structure

- Workshops are lecture style learning with tips, scenarios and learning activities. Each workshop contains a learning assessment at the conclusion of the class.



# Introduction to Facility Management Series

- Workshop 1 – The Evolution of the Facility Management Field *(Currently in development with completion targeted for early 2014)*
- Workshop 2 – Overview of the FM Competencies *(classroom completed, online completed in January 2014)*
- Workshop 3 – Facility Management Challenges *(Scheduled for development in early 2014)*





# Clean Data Initiative – Chapter Reporting

- IFMA updated the way chapter data is stored in our business systems
- Allowed us to better identify which members to associate with chapters



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# Clean Data Initiative

Tony Keane, CAE



# Clean Data Initiative – Chapter Reporting

- Results in increased quality and accuracy of chapter rosters
- With clean data, creates groundwork for future improvements to meet needs of chapter leaders



# Online Membership Join & Renew

- IFMA completely overhauled the online join and renew process to deliver a simple user focused experience
- Truly international experience, more reflective of our membership
- Simplified process requesting only what is needed



# Online Membership Join & Renew

- E-Commerce best practices included
- Enhanced support for payment by check or invoice
- Planned instant delivery of electronic invoice by download, email or fax



# What can I do to help?

- Inform the Member Services Team of officer and roster changes
- Work with your Chapter and Council members on maintaining updated contact records
- Remind users that the value of their membership is greatly enhanced when contact information is accurate





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# IFMA Rebranding/New Logo Project

Tony Keane, CAE  
President and CEO

Stewart Dallas  
Director, Marketing



# Background

- Logo introduced in 1983.
- Changes could not occur because the logo was embedded in IFMA's Constitution.
- Changes to the Constitution required a balloting process whereby 25 percent of members needed to participate and two-thirds of the voting had to be YES.
- Successful campaign to amend the Constitution in 2011.
- Logo now resides in Bylaws, a document that IFMA's Board of Directors may amend as needed.
- That time has come....



# Objectives and Goals for the Brand

- Reposition IFMA as the preeminent membership organization for FM professionals and those individuals & organizations providing services.
- Position IFMA as key component of professional development.
- Be recognized as the premiere global organization providing facility-related research, benchmarking, publications, peer-to-peer networking and career-advancement tools.



# Project Schedule and Milestones

- RFP Process to select Agency. **May – Sep 2012**
- Information gathering & project planning. **October 2012**
- Extensive Market research. **November 2012-March 2013**
- Creative Brief – Framework and Foundation for Creative approach **March 2013**
- Brand positioning and concept. **April – Sep 2013**
- Development and refinement of the “Family Look” – our components, councils, chapters, Foundation, Alliance, etc. **August /Sep 2013**
- Extra Member research in final logo and tagline choices - **August /Sep 2013**
- Approval of new Logo at WWP 2013. **October 2013**
- Brand Architecture Refinements for Chapters and Councils. **October 2013**
- Brand Usage Guide – how we use the new look and when. **October 2013**
- Brand Book – a document that will help us all be brand champions moving forward. **October/Nov 2013**
- Rollout with all Chapters, Councils and other Components. **October 2013 into 2014**



# Research Methodology

- Staff Intake Sessions - talked to all staff in Houston – offered a lot of great info!
- Member Focus Groups - At World Workplace; Good for Neiger Design, became immersed in our environment.
- Telephone Interviews with Foundation, Council, Chapter, Members and other key parties.
- Quantitative Research Survey.
- Post Design Research of Final Choices.



# Results of Research

- Overwhelming consensus that IFMA brand needs renewal!
- Comments about the current logo:
  - “It does not reflect the potential of the organization.”
  - “IFMA wants to be a leader in the field, this logo does not say that.”
  - “It does not say anything about our brand.”
  - “It looks dated/old fashioned.”



# Results of Research

- **Brand qualities.** "Which adjectives describe your vision for IFMA of the future?" produced results weighing heavily on education/innovation, thought leadership, collaboration and global (international Focus).
- **Elevate Facility Management.** Intake Sessions and Focus Groups emphasized the importance of elevating the perception of Facility Management to reflect the current reality of the profession. "We should have a seat at the executive table."



# Results of Research

- **Member suggestions for the rebrand.** A global connection. Symbolize diversity. Desire for more sophistication with an eye to the future, the triple bottom line (People, Planet, Profit) as a winning image and incorporate the sustainability message that is appealing to younger people.
- **Color.** Red, green and blue represented over 80% of the answers to "what color best reflects IFMA's personality." 1) Red was the top answer, citing "bold" and "powerful." 2) Green was the second most common answer, citing its association with "sustainability." 3) Blue was third with no single reason cited.





# Post Design Work - Final Logo Choice Research

- A final wave of research to validate and get “Final” Voice of customer.
- Carried out on Final Logo Choice in August.
- There was a clear winner.
- Online Survey – Almost 8 in 10 respondents picked out what will become our new logo as their number 1 or number 2 choice out of 7 logos!



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**IFMA**™

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**IFMA**<sup>TM</sup>

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**IFMA**<sup>TM</sup>

**Greater Philadelphia**



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**IFMA**™  
**New Orleans**



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**IFMA**<sup>TM</sup>  
**San Antonio**



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**Tony Keane, CAE**  
President and CEO  
tony.keane@ifma.org

800 Gessner Rd., Ste. 900  
Houston, TX 77024-4257 USA

Phone: +1-713-623-4362  
Fax: +1-713-623-6124

[www.ifma.org](http://www.ifma.org)





# Next Steps

- Approve the logo.
- Roll out internally at IFMA.
- Roll out plan with Chapters and Councils, Foundation, other components.
- Support Components as much as possible.
- Produce Brand Usage Guide.
- Produce Brand Book for Staff and Send info to Members.



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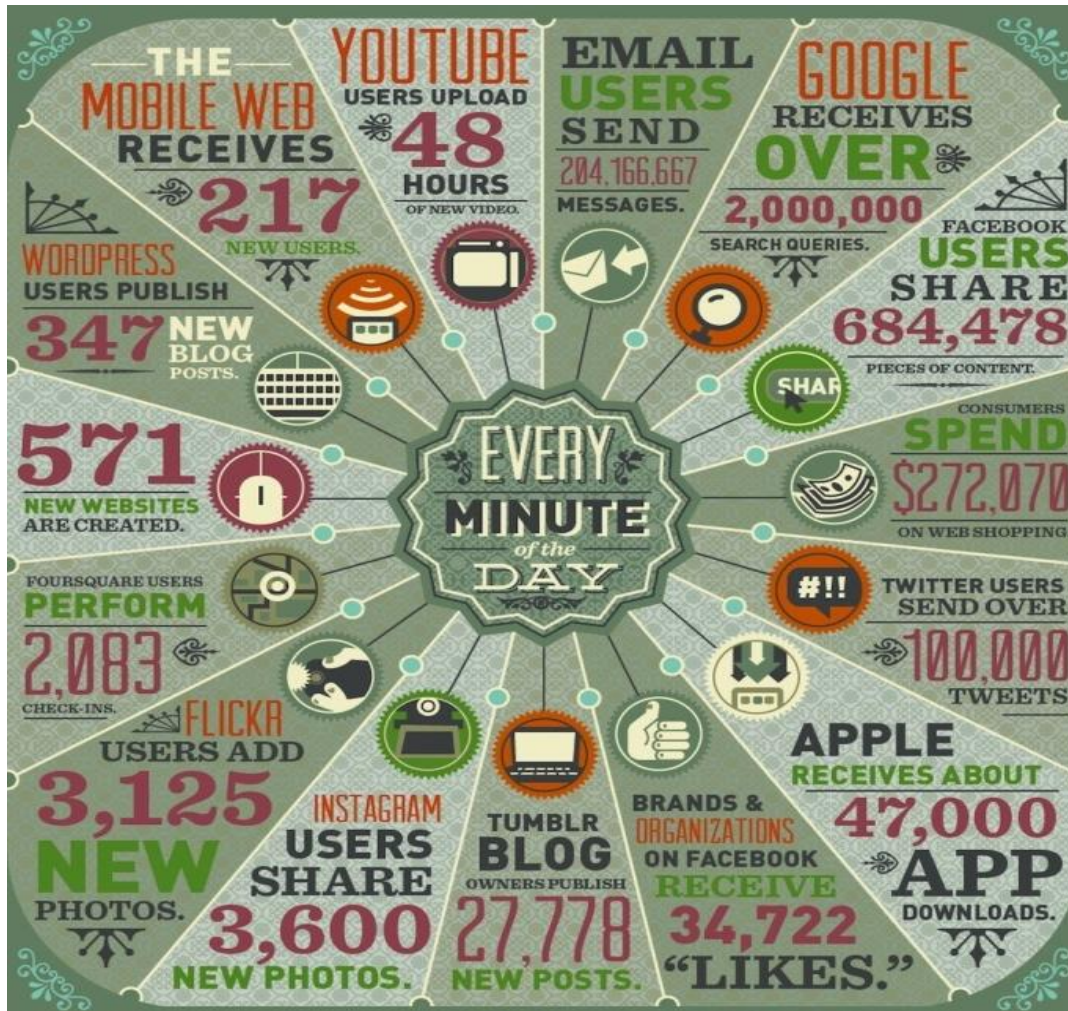
# Knowledge Management Strategy

Kevin O'Toole, CFM, NCARB – Chair, Knowledge  
Management Task Force

Andrea E. Sanchez – Director, Communications  
and Editor-in-Chief, *FMJ*



# Data Never Sleeps





# What is Knowledge Strategy?

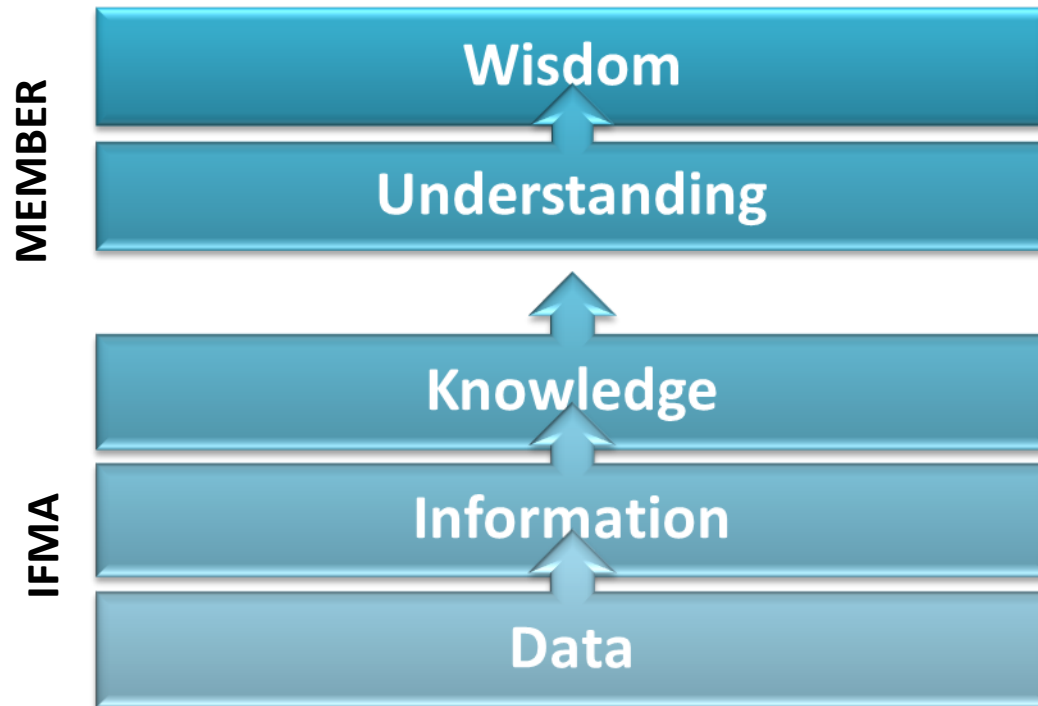
Knowledge Strategy is aligning information to a defined purpose:

Continuously position IFMA as the global FM thought leader to guide and develop the growth of our members to advance the FM profession.



# KM Strategy Overview

Continuously position IFMA as the global FM thought leader to guide and develop the growth of our members to advance the FM profession.



“We’re drowning in information and starving for knowledge.”

—Rutherford D. Rogers



# KM Strategy Overview



## Knowledge

- A process of applying data and structured information, linking ideas, answers “how”



## Information

- Data that has been organized into meaning, answers “who, what, where, when”



## Data

- Raw, without context, on its own not significant



# KM Strategy Overview



## Wisdom

- Achieving goals and adding value based on understanding



## Understanding

- Applying knowledge, answers “why”





# IFMA Balanced Scorecard

**Vision:** Serve as the resource and representative for facility management.

**Mission:** Advance the facility management profession.

## Strategic Objectives

1. Continuously improve opportunities to expand and leverage stakeholders' collective knowledge and experience.
2. Provide essentials for facility management professionals to advance their careers.
3. Magnify the importance of facility management worldwide.
4. Deliver exceptional value to stakeholders.
5. Foster a culture that instills innovation, passion, challenge and meaning among stakeholders.

## Initiatives

- 1A. Continue to enhance IFMA's global opportunities to engage stakeholders.
- 2B. Maximize value of IFMA professional development.
- 3E. Take a leadership role in creating FM standards.
- 4A. Evaluate and enhance the value that IFMA provides for membership.
- 5B. Position IFMA as the go to organization for FM industry volunteers.



# Stakeholder Engagement

**IFMA's Membership  
External View**

**IFMA's Staff  
Internal View**





# KM Strategy Overview

Continuously position IFMA as the global FM thought leader to guide and develop the growth of our members to advance the FM profession.

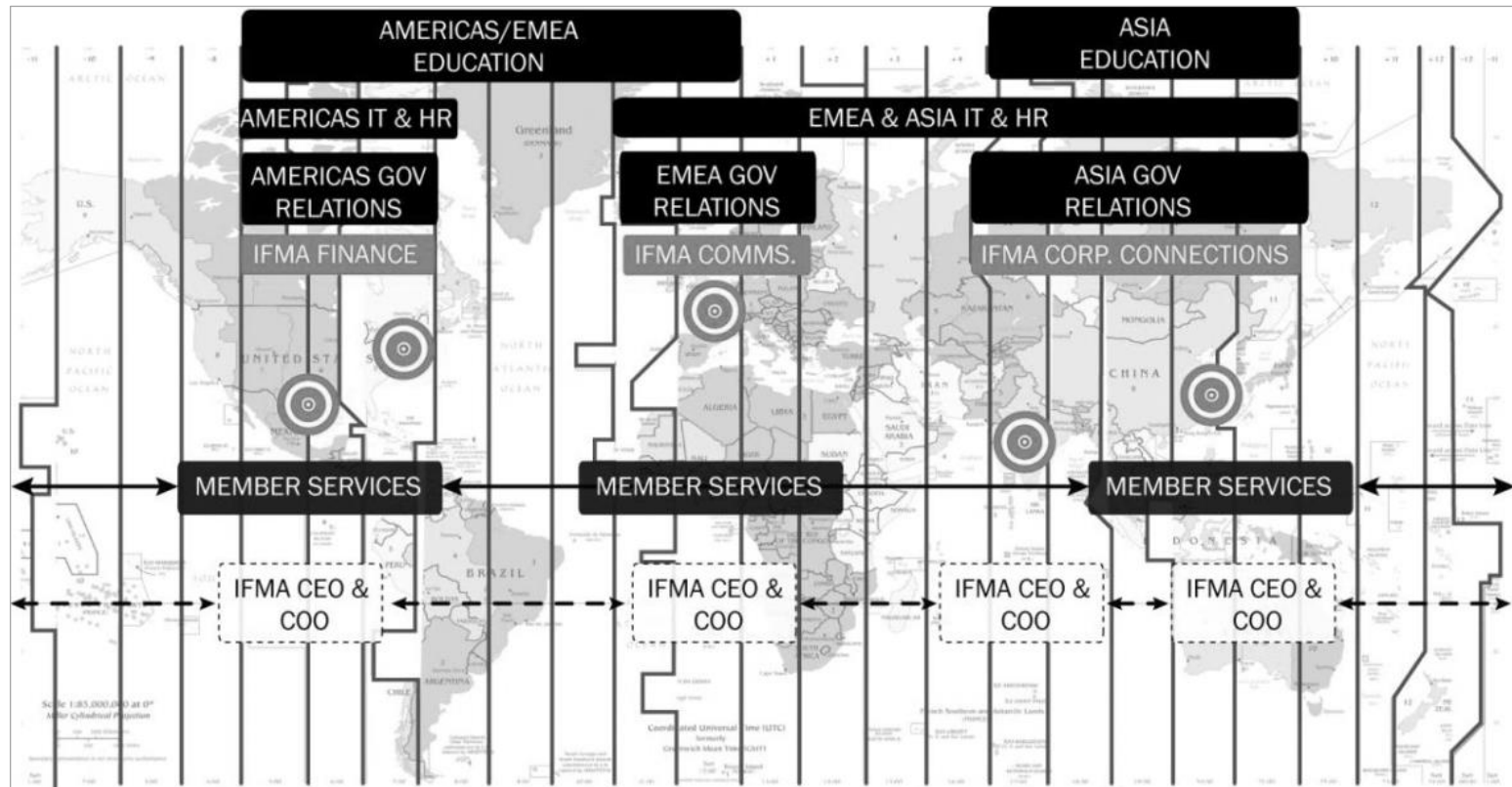
## Knowledge Management Strategy Impacts:

- Credentials
- Education
- Research
- Standards
- Components
- Publications
- Events
- Website
- Communication
- Member service delivery
- Brand strength
- Culture



# Service Centers of Excellence Alignment

Our Products and Services must have Corporate and Regional Responsiveness



**Entire IFMA Community:  
 Chapters, Councils, Communities of Practice**



# FM Knowledge Strategy





**By putting this strategy in place we will:**

- Allow our members to grow and be ahead of the competition;
- Enable collaboration within IFMA as a service center of excellence;
- Reduce the cost of ignorance;
- Transfer knowledge to next generation;
- Eliminate borders in a global environment;
- Enhance market responsiveness; and
- Improve productivity and efficiency.



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# Comments from the floor



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# Adjournment